

(1) What are the organization's needs? Can they be defined? What will they cost? If support is forthcoming, could action be initiated quickly and results produced in a timely manner? (2) Who are community leaders in an area that might be supportive or take an interest in leading a funding campaign? (3) How good is the organization's record keeping? (4) What thought and planning have been given to public relations outreach efforts? Campaign consultants assess an organization's visibility by asking key people specific questions. These include: What is the overall impression given by the organization? Is the governing board strong, average, or weak? What is the impression of the programs and services provided by the organization? Have there been other funding development campaigns? How would the organization and its objectives rank in a list of community priorities? Is its campaign for support realistic? Is the goal attainable? Where would the major contributions come from? What would be the major obstacles? Who are potential leaders to be approached?

As institutions turn more to the private sector for support, these questions need to be addressed and answers found.

3) Staff Development as Asset Management in the Twenty-First-Century Repository:

Dr. Helen Tibbo of the University of North Carolina at Chapel Hill School of Information and Library Science addressed the topic "Staff Development as Asset Management in the Twenty-First-Century Repository." One of the current buzzwords in the digital domain is "asset management." Curators of cultural and organizational records now conceptualize their collections in terms of being cultural and knowledge-based "assets" rather than just "holdings." It is important to envision staff as "assets" and the term "staff development" as the most important type of "asset management," because well-trained, engaged employees are the most valuable components of any repository. Accordingly, staff development needs to be seen in terms of an institution's mission and resultant benefits, and not merely in terms of its costs.

In all institutions, large and small, success depends on staff and their ability to skillfully manage and employ technology as a tool in service to scholarship, organizational memory, and cultural heritage. Staff must build technological solutions on time-tested practices, while laying the foundation for new theoretical constructs in areas such as record authentication and information technology (IT). In order to move repositories into the IT era, a highly skilled, flexible, creative, dedicated, and intelligent workforce is a necessity. A strategy for building and maintaining a well-educated, competent, and flexible workforce is needed, and staff must be seen as an institution's most valuable asset.

There are two major steps in managing staff as an asset:

(1) Asset Management Step 1 – Hiring for the Team:

In filling positions in an organization, employees with the qualities of intelligence, curiosity, creativity, flexibility, problem-solving ability, loyalty and dedication, attention to detail and quality, and a strong service orientation should be employed. New hires offer an opportunity to reshape human resources and the collective skills and aptitudes of a staff. New staff should be hired not just to do particular outlined tasks, but to become part of the repository's working team and for what they can bring to their co-workers. Ideally, each employee will have different skills that fit together in a collective whole greater than the sum of its parts. In order for this to happen an institution's directors, search committees, and even entire staffs through strategic planning, must be able to appreciate new colleagues who are different in background and training from current employees. In today's world educational and cognitive diversity are significant factors in reaching broader and more varied constituencies and in dealing with a greater diversity of information and collected materials.

To accomplish these goals, new employees should possess educational attributes that may differ from the training that many senior employees experienced. New staffers will exhibit more IT skills. Love of documents alone will no longer suffice in hiring decisions.

(2) Asset Management Step 2 – Existing Staff Development:

Beyond hiring new staff, the single most important element in any staff development program is senior administrative support. Institutional resource allocators should view the repository as a